

**Cost Responsibility Matrix
Pacific Tower Improvements**

(To be attached to Agreement at contract execution)

In order to assist the GC/CM finalist in developing its cost associated with the different segments of the fee proposal process, DES is providing the following Cost Responsibility Matrix ("Matrix"). The checked box indicates in what section of the fee proposal DES expects GC/CM proposers to apply the identified cost. "COW" is Cost of Work to be awarded via subcontracts, "NSS" is Negotiated Support Services, "SGC" is Specified General Conditions and "PCS" is Preconstruction Services. Proposers should refer to the RFFP, Instruction to Bidders, GC/CM Agreement and General Conditions documents including all addenda, to ascertain all the project scope requirements. In the event there is a conflict or omitted items contained in the Matrix, the GC/CM Agreement and the General Conditions Document shall govern.

Item	COW	NSS	SGC	Fee	PCS	Owner
Sub-contractor and material costs	X					
Equipment and supplies related to the work	X					
Meet regulatory requirements	X					
Permits other than building permit	X					
Warranties	X					
Refuse collection, clean-up, removal and disposal from the site—unless included in sub bids		X				
Dust control—unless included in sub bids		X				
Builders risk as stated in agreement		X				
Primary surveying and control		X				
Temporary signs fences and barricades		X				
Site security including lighting		X				
Flaggers and traffic control		X				
Erosion control		X				
Cranes and hoisting		X				
Scaffolds and shoring		X				

Item	COW	NSS	SGC	Fee	PCS	Owner
Elevator operations		X				
Weather protection		X				
Temporary site conditions and modifications		X				
Selective demolition		X				
Mock-ups		X				
Temporary project fire protection		X				
Temporary heat, power and water		X				
Final cleaning		X				
Project signs		X				
Project manager(s) during construction			X			
Superintendent(s) during construction			X			
Project engineers during construction			X			
Administrative staffing during construction			X			
Funding support documentation			X			
Estimating during construction			X			
Meeting minutes and administration during construction			X			
Schedule development and updating during construction			X			
Sub-contract administration and coordination			X			
Contractor accounting and cost accounting			X			
Cash flow analysis			X			
Administration of the project safety program			X			

Item	COW	NSS	SGC	Fee	PCS	Owner
Administration of the environmental program			X			
Applications for payments			X			
Change order preparation and procedures			X			
Communications and coordination			X			
Managing regulatory requirements			X			
Review and processing of submittals, shop drawings and samples			X			
Maintaining and updating BIM models during construction			X			
Contractor quality control			X			
Coordination of testing laboratory			X			
Administration and coordination of the commissioning program			X			
Equipment, phones, and supplies related to management			X			
Company-owned vehicles assigned to staff (company trucks)			X			
Travel, gas, oil, maintenance for company-owned vehicles assigned to staff			X			
Coordination of other Owner contractors			X			
Contract close-out			X			
Punch-list preparation and administration			X			
All site safety work			X			
All GC/CM insurance, payment and performance bonds (not including Builders Risk)				X		
GC/CM fee (profit)				X		
GC/CM taxes except sales taxes				X		
Liquidated damages				X		

Item	COW	NSS	SGC	Fee	PCS	Owner
Fee proposal preparation, site walk, interview process, invitation to bid, GC/CM Agreement and General Conditions				X		
Replacement of defective or non-conforming work including retesting				X		
GC/CM corporate overhead				X		
Design participation through GMP					X	
Estimating through GMP					X	
Meeting minutes-through GMP					X	
Pre-construction schedules					X	
Sub-contractor and supplier analysis of market conditions prior to bidding					X	
Review and implementation of possible product substitutions					X	
Participation in Value Engineering studies					X	
Participation in pre-bid Constructability Reviews					X	
Assembling and updating BIM models as assigned					X	
Other technical or administrative tasks as assigned					X	
Development of GMP or interim Contract Amendments					X	
Sub-contractor bid packaging and development					X	
Diverse Business Outreach					X	
Advertise project for bids					X	
Pre-bid conferences and marketing					X	
Sub-contractor and supplier bid analysis and award recommendation including possible MCCM and ECCM					X	

Item	COW	NSS	SGC	Fee	PCS	Owner
Review and analysis of subcontractor qualifications per RCW 39.10					X	
Coordination and finalization of subcontracting for labor, material and equipment, including reviews/finalization of scopes of work and buyouts					X	
Construction office and facilities (Owner provide within Pacific Tower)						X
Power and water use during construction (Available within Pacific Tower)						X
Temporary sanitation (Available within Pacific Tower)						X
Utility hook-up, meters and fees						X
Architectural and engineering services						X
Sub-contractor bid document reproduction						X
WSST on GC/CM billings						X
Building permit						X
Testing laboratory and testing services per the Contract Documents						X
Project management consultant						X
Commissioning agent						X